



Maximizing Customer Satisfaction in B2B and Its Impact on Cooperating Decision

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Abstract. This study seeks to evaluate the impact of service quality, transport quality, and price on customer satisfaction and their subsequent influence on partnership decisions within PT Elnusa Petrofin. Employing a survey methodology through questionnaires, the research involves a sample of 162 respondents. Results indicate that only transportation quality significantly and positively correlates with customer satisfaction in the business-to-business context. Furthermore, customer satisfaction is identified as a mediating factor between transportation quality and the decision to cooperate. In the realm of business-to-business industries, particularly in the oil sector, maintaining the quality of transportation fuel and service logistics emerges as crucial. This entails attention to elements such as timelines, fleet management, and security protocols. The integration of technology, specifically a proficient calculating system, is deemed essential for strategic planning and decision-making in configuring optimal logistics solutions. The findings underscore the importance of prioritizing transportation quality to enhance customer satisfaction and, subsequently, foster effective collaboration decisions in the dynamic landscape of B2B interactions within the oil industry.

Keywords: Service Quality; Transport Quality; Price Perception, Customer Satisfaction; Partnership Decisions.

1 Introduction

One of the business initiatives at PT Elnusa Petrofin is a particular handling agent service that handles fuel products for PT Pertamina Patra Niaga consumers ranging from ordering, receiving, hoarding, and distributing or, commonly called Vendor Held Stock (VHS) & Franco. Based on the explanation above related to the pivotal role of customer satisfaction in business-to-business (B2B), high customer satisfaction is expected to increase customer loyalty to a brand, product, or service (Addae et al., 2021; Chairudin & Sari, 2022). Satisfied customers are more likely to stay in business with the same company than to look for other alternatives (Mannan et al., 2017; Mosavi et al., 2018). Thus, high customer satisfaction can increase the opportunity to extend long-term cooperation. In line with the research results by Chairudin and Sari (2022), they explain that there is sequential mediation, which means that satisfied customers become loyal. Subsequently, their desire to buy again increases.

This research is based on the relationship between customer satisfaction, which will impact the decision to collaborate. The rationale for this research is from behavioral theory, often used as the basis for the customer satisfaction-purchase decision relationship (Murtini, 2021), that stimulus will create attitudes that lead to behavior. The theory of planned behavior (TPB) from Ajzen (1985) is the theory most often used to explain this relationship, starting from attitudes, subjective norms, and control that encourage behavioral intention, which results in actual behavior such as deciding to buy or cooperate (Madden et al., 1992). Studies regarding the factors that influence customer satisfaction then lead to purchase and repurchase decisions have been widely studied in several sectors, such as the automotive sector (Waluya et al., 2019), banking (Sopyan et al., 2022), food (Ritonga & Digdowiseiso, 2023; Setyowati, 2023), health sector (Ginting et al., 2022). However, research aimed at the oil sector and in the form of

cooperation decisions has yet to be carried out. Therefore, this research bridges this gap by including a sector that emphasizes the decision to collaborate with companies operating in the oil sector.

Apart from the visible population gap in the sectors studied, there are also gaps in the field. Based on customer satisfaction survey data on several VHS & Franco projects at PT Elnusa Petrofin, there are still neutral or unsatisfactory assessments. This assessment result includes a lack of staffing or service that consumers need to maximize. The rest is an unfavorable assessment caused by late delivery or limited stock at supply points, resulting in reduced site operations. Meanwhile, it is widely known that the main factors that play a pivotal role in consumer satisfaction include service quality (Faradannisa & Supriyanto, 2022; Christian et al., 2023; Rahayu & Syafe'i, 2022), product quality (Budiarso et al., 2022; Ding et al., 2021; Faradannisa & Supriyanto, 2022) and price (Jayanti et al., 2022; Salsabila et al., 2022). Companies that operate in business-to-business, where consumers are not direct retail consumers, often distribute goods that need to be considered because it concerns accuracy and even product quality, leading to customer satisfaction (Muhamad & Siti, 2022; Nurwlandari & Maharani, 2021; Putri & Hendriati, 2021).

On this basis, researchers want to examine further the influence of service quality, transportation quality, and price perception on customer satisfaction and then further investigate by analyzing the effect of service quality, product transportation quality, and price on customer satisfaction and its impact on cooperation decisions in the Vendor Held Stock (VHS) work unit of PT Elnusa Petrofin.

2. Hypothesis Development

2.1 Customer Satisfaction

Explanations of customer satisfaction are often based on many theories; the most frequently used to explain the concept of customer satisfaction is the expectancy-disconfirmation paradigm (Yüksel & Yüksel, 2008). This theory explains satisfaction by looking at the comparison of what is expected with what is actually felt. When it exceeds expectations, then satisfaction occurs. If it is below expectations, then dissatisfaction will arise. This research is based on customer satisfaction in business-to-business. Based on the expectancy-disconfirmation theory, followed by an explanation of the organizational buying behavior (OBB) model, disconfirmation is formed by expectations and reality. The difference between expectations and reality gives rise to satisfaction and dissatisfaction, which becomes customer intention; meanwhile, expectations are formed from factors that become input and customer imagination (Patterson et al., 1997).

In companies operating in the oil sector, service and product quality are still determining factors for business customer satisfaction (Kuniasih & Setyaningrum, 2023). Apart from that, the quality of service and products also has fair prices (Raza, 2017). When discussing business-to-business oil companies, the combination of logistics and supply chains, such as involving delivery or distribution speed, is a crucial factor in improving service quality and, subsequently, customer satisfaction (Fernandes et al., 2018).

2.2 Service Quality, Transportation Quality, and Price on Customer Satisfaction

Almost all sectors show a positive relationship between service quality and price and customer satisfaction, such as food services (Ahmed et al., 2023; Ali et al., 2021), fuel (Taduri et al., 2022), property (Ariyanto, 2019), manufacturing (Politis et al., 2014), transportation (Shamsudin et al., 2020), and not forgetting retail (Corrêa da Silva et al., 2023). Meanwhile, when discussing transportation quality, because this research is in the oil sector, vehicles are a determining factor in oil logistics distribution (Zhu et al., 2011). Oil distribution research is often on fuel distribution and logistics services (Fernandes et al., 2018; Zhu et al., 2011). Therefore, support for developing hypotheses is based on distribution and logistics service literature. Several studies have stated that service logistics is crucial in customer satisfaction (Fernandes et al., 2018; Uvet, 2020) because it includes how to organize and plan distribution appropriately and appropriately to minimize the period, which leads to increased customer

satisfaction (Rossit et al. al., 2020). So, the hypothesis proposed regarding customer satisfaction is as follows:

- H1: There is an influence of service quality on customer satisfaction
- H2: There is an influence of transportation quality on customer satisfaction
- H3: There is an influence of price on customer satisfaction

2.3 Customer Satisfaction with Customer Decisions

Conform with the TPB; when someone feels satisfaction, which is an attitude, it will lead to intention and then continue to decide (Madden et al., 1992). The relationship between customer satisfaction and purchasing decisions has been widely tested and proven positive (Simanjutak et al., 2020; Waluya et al., 2019). Starting from this thought, customer satisfaction in oil companies will lead to the decision to collaborate.

H4: There is an influence of customer satisfaction on the cooperation decision.

2.4 Service Quality, Transportation Quality, and Price on Customer Decision to Cooperate

Several studies have linked and proven the influence of service quality on customer decisions, such as the decision to choose a hotel (Aras et al., 2023), the decision to buy e-commerce products (Dapas et al., 2014; Vierdwiyani & Syafarudin, 2020). However, the research on a decision to establish cooperation, especially with oil companies, has yet to be made. Therefore, we suspect that service quality is still a factor influencing the decisions of business-to-business customers. Under the TPB, if customers can control the factors of attitude form, this factor can directly influence decision formation without being intentional (Madden et al., 1992). Therefore, service quality, transportation quality, and price can directly influence customer decisions.

- H5: There is an influence of service quality on the cooperation decision
- H6: There is an influence of transportation quality on the cooperation decision
- H7: There is an influence of price on the cooperation decision

The last three hypotheses are mediation hypotheses, still with the idea that the factors that form satisfaction attitudes will lead to decision. Therefore, the formation of customer satisfaction will mediate service quality, transportation quality, and price in customer decisions to collaborate.

- H8: The influence of service quality on a cooperative decision is mediated by customer satisfaction
- H9: The influence of transportation quality on a cooperative decision is mediated by customer satisfaction
- H10: The influence of price on a cooperative decision is mediated by customer satisfaction

3. Methodology

3.1 Sampling and Data Collection

The population in this study is a representative sample by looking at the population of customer company employees on all projects/sites. The sample size was taken using the formula Hair et al. The Hair formula is used because population sizes are unknown, suggesting that the sample size is 5-10 times the indicator variable. So, the number of indicators is 27 times 6. So, through calculations based on this formula, the number of samples is 162 employees/respondents.

The data collection techniques and tools used in the study were questionnaires distributed to respondents. The questionnaire is distributed as a list of questions to respondents. The list of questions is in the form of close-ended questions patterned on the assessment priority

scale by weighting scores according to the Lickert scale.

SPSS and AMOS are software often used by researchers and data analysts to process and analyze data in various fields of science, especially in social sciences such as psychology, sociology, and economics. In this study, SPSS and AMOS can be used simultaneously in customer satisfaction research to process and analyze data. The structural Equation Model is part of the SEM model that describes the relationship between latent or exogenous and endogenous variables.

3.2 Measurement and Analysis

The dependent variables in this study are cooperation decisions. Cooperation decisions are measured using indicators of steadiness on service, previous level of satisfaction, cooperation, and service familiarity.

Service quality is measured by four indicators: competence, security, responsibility, and consistency. For transportation quality, five indicators are used: security, timeliness, onspec, product, and fleet availability. Meanwhile, price is measured by price satisfaction, price competitiveness, value perception, and price adjustments to benefits.

In this study, what is used as an intervening variable is customer satisfaction (Z). The indicators used to measure customer satisfaction are increased loyalty, positive behavior, open communication, and availability to pay more. The data analysis technique used in this study uses structural equation analysis (SEM) using AMOS software.

4. Result

The outcomes show that the model employed is suitable. A good structural equation model has a CMIN/DF ratio of 2.286. The RSMEA measurement index is 0.0789, which is within the predicted value range of 0.08. The probability level, CFI, and TLI are only somewhat accepted despite the chi-square. In an empirical study, a researcher is not required to satisfy all of the goodness of fit requirements; instead, it depends on each researcher's assessment. In this investigation, the Chi-Square result was 365.712. The degree of freedom in the study was quite large, namely 2.286, so it affected the chi-square value. However, it can still be further analyzed because it is close to the good fit criteria.

4.1 Confirmatory Factor Analysis (CFA)

The results of the CFA analysis demonstrate that the latent variables of service quality, transportation quality, and price perception have the required significance and validity values, specifically critical ratio (CR) value > 1.96 and significant with a pvalue = 0.001 which satisfies the requirements where the probability value (p) 0.05. Additionally, because the estimated value, also known as the factor loading standard, has a value greater than 0.50, it suggests a suitable value for each manifest variable.

4.2 Hypothesis Test Analysis

The results of hypothesis testing that are compared are the results of hypothesis testing with a covariance-based SEM approach (AMOS).

The Effect of Service Quality, Transport Quality, and Price on Customer Satisfaction

Hypothesis 1, which states that there is an influence of service quality on customer satisfaction, does not receive data support. So, **H1 is rejected**. In this research, service quality is not a determining factor for customer satisfaction. This result is found in the CR value of 1.442, which is at a p-value of 0.149, greater than 0.05 as the cutoff probability value in this study.

Hypothesis 2 is accepted. This support can be seen in the CR value of 3.372 with a p-value of 0.01 below the predetermined probability value limit, namely 0.05. This data provides support that if companies improve the quality of transportation or fleet, which is also included in the logistics service category, their customer satisfaction will increase.

Furthermore, the same results for service quality price were proven not to be supported by data influencing customer satisfaction. The CR value obtained was -1.526 at a p-value of 0.127, above the predetermined limit value of 0.05. So, **H3 is rejected**. It means that customer satisfaction of companies operating in the oil sector is not affected by differences and a sense of fairness in prices.

The Effect of Customer Satisfaction on Cooperation Decisions

Hypothesis 4 is accepted. Customers' decisions in deciding whether to cooperate will be influenced by their satisfaction with the company. When they are satisfied with the company, the customer decides to cooperate. It is supported by a CR value of 2.090 ($p = 0.037 \leq 0.05$).

The Effect of Service Quality, Transport Quality, and Price on Cooperation Decisions

According to the study's findings, the influence between Service Quality and Cooperation Decision has a CR value of -1.030 ($p = 0.303 > 0.05$). H_0 is approved while H_a is denied, indicating a conflict between Service Quality and cooperative choices. **H5**, the idea that service quality impacts a decision to cooperate, **is rejected**. The CR value obtained from data processing to support hypothesis 6 is -0.698 with a p-value of 0.485, greater than the cutoff value that should be, so **H6 is rejected**. The improved quality of transportation does not directly influence the decision to collaborate. Likewise, **hypothesis 7 is rejected**. These results indicate that the three hypotheses connecting the three independent variables with the decision to collaborate were all rejected. The CR value for the price of the decision to cooperate is 0.849 ($p = 0.396 > 0.05$).

Mediation

Of the three mediation hypotheses proposed, only hypothesis 9 received data support. **H8 is rejected**. When these results are linked to the results of other hypotheses, service quality is not an essential factor for customer satisfaction and purchasing decisions at the company. Furthermore, customer satisfaction does not bridge service quality into purchasing decisions. **H9 is accepted**. It shows that the customers of this B2B oil company consider the quality of transportation or distribution to be crucial, which will determine their satisfaction level and, ultimately, their decision to collaborate. The final hypothesis, **H10, is rejected**. As with service quality, price is not a factor that can satisfy B2B oil customers. Additionally, customer satisfaction cannot convince a consumer to collaborate because of the price (price fairness, price difference).

5. Discussion

This research reveals that service quality and price are not determining factors for customer satisfaction in the oil business sector. However, transportation quality, also defined as logistics services or distribution, is a pivotal factor influencing customer satisfaction. This outcome aligns with research by Fernandez (2018), who explains that for companies where logistics is a critical factor, the quality of their service should be included as part of the quality of logistics services. Therefore, it is not surprising that the quality of service here does not directly affect customer satisfaction. Likewise, with prices, the price of oil has been set so that the level of competition to lower and increase prices cannot be done at will. These differences tend to be small distances. Therefore, it is unsurprising that price is not the main factor that can increase or decrease customer satisfaction in the oil sector.

This research proves that customer satisfaction influences customer decisions. Therefore, these results support the TPB that stimulus factors lead to interests and attitudes, which continue to become decisions (Madden et al., 1992). Furthermore, in testing the mediation hypothesis, following Baron and Kenny (1986) that for mediation analysis, there are three conditions: first, the independent variable to the mediating variable is proven to be significant, then the mediating

variable to the dependent variable is significant, the third, the independent variable to the dependent variable becomes less significant. Considering the mediation requirements, the results show that only one mediation hypothesis is accepted: customer satisfaction mediates the relationship between transportation quality and cooperation decisions. This nature of mediation is partially complementary mediated.

6 Conclusion

Only transportation quality is positive and significant to customer satisfaction. Meanwhile, service quality and price have yet to be proven to determine customer satisfaction at PT—Elnusa Petrofin in the VHS and Franco Business units. The more satisfied customers are, the stronger the decision to collaborate. Furthermore, customer satisfaction mediates the influence of transportation quality on cooperation decisions.

6.1 Research Implications

Based on this study, it is expected to know the points that need to be developed to gain bargaining power and become more competitive. Especially in the VHS and Franco business units, there is a need to continue improving transportation fuel and logistics services because they have a pivotal role in decisions about cooperation. This service improvement includes increasing the fleet in quantity and quality monitoring timetable schedules.

6.2 Limitations of research and suggestions

Literature on logistics services suggests measuring service quality following and being an integral part of logistics service quality, including general and distribution service quality. Therefore, this can be input for further research to ensure results are per the field. The research was carried out only on one business unit in one company, which was a limitation in realizing the research results.

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